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ORD-5027-71

6 August 1971

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MEMORANDUM FOR: [REDACTED] SA/D/ORD

SUBJECT: Competitive Evaluations

1. Per request for written comments by the Chairman of the Career Service Panel, the following confirms verbal comments given to you several weeks ago.

2. I definitely agree with advance assignments for one year on competitive evaluations--a step forward that is constructive and can provide only benefits to any serious deliberations. In addition, I still feel that even more exposure to the general group in the form of technical seminars would be desirable and provide a more meaningful system. With respect to mechanism, I favor not announcing these assignments outside the panel, not for the reasons given by at least one panel member at our last meeting, but to avoid the possibility that the staff members may be frustrated either by the random assignments or by placing too much emphasis on a dichotomy of authority. It seems appropriate, however, to complement the panel assignments by an announcement that each panel member was available for career development discussions and thus allow each staff member to select his own "counselor". I can see only benefits accruing from this approach, both from point of view of individual morale and greater in-depth coverage by the panel.

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C/BSD/ORD

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ORD-5643-71

20 AUG 1971

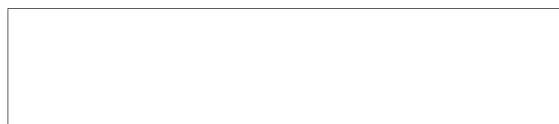
MEMORANDUM FOR: Scientific Advisor to the Director of  
Research and Development

SUBJECT: Comments on CER Assignments

1. I believe making the CER assignments one year in advance is a good idea. Obviously this would give the reviewer a better opportunity to monitor the individual's performance which would lead to a more meaningful evaluation. This is especially important when the Division Chief does not have appreciable contact with the assigned individual during normal intra-ORD business.

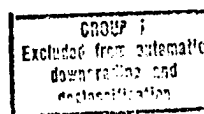
2. As far as the mechanism is concerned I feel that the present procedure of withholding the identity of the reviewer from the individual should be maintained. Also, I feel strongly that any monitoring of the individual's activities by the reviewer should be on a low profile basis. The above comments are in keeping with what I believe to be the spirit of the reviewer's mission and that being to provide the CSP with an independent evaluation of the individual's capabilities. This is just to keep the actual Division Chief's evaluation of the individual honest but no attempt should be made to dilute his stature in the eyes of the employee as far as evaluation of his performance and the controlling of his destinies. I am concerned that if the reviewer's assignment, especially if the assignment is one year prior, was overt it would adversely affect the above relationship. I might also add that such an announcement could lead to erroneous reviewer evaluation since the individual could very well put out more when the reviewer is present than in his normal practice.

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Chief, Optics  
Office of Research & Development

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COMMENTS ON CAREER DEVELOPMENT IN ORD FROM

1. The prerequisite for a true program is for the CSP members to think and act as representatives of ORD. This can be done while maintaining objectivity and loyalty to his Division.
2. Objectivity in handling competitive evaluation requires the assessment of all members in a given grade, competitively. Ratings, individual by individual, are of little value.
3. The last two CSP meetings have shown the first trends toward responsible personnel management. There is some basis for hope!
4. I do not favor annual assignments to Division Chiefs relative to competitive evaluations. There are two reasons: (a) This is conceptually wrong - each Chief should extend himself to know office personnel, and (b) the proposed plan will tend to conflict with Divisional patterns and attitudes by giving individuals a "complaint" channel. (I do not accept any thesis that such assignments would remain confidential.)
5. To minimize excuses as present procedures mature, I do believe that CE assignments should be made two months in advance.

Chief/Physics-Chemistry/ORD

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MEMORANDUM FOR:  Chairman, Career Development  
Committee/ORD

SUBJECT : Assignment of Names for Competitive Evaluation

1. As requested by the Chairman, Career Service Panel/ORD, I am stating my views concerning the proposed advanced and advertised assignment of ORD Staff members to the various panel members for the purpose of competitive evaluation.

2. I believe that the advanced (one year) and advertised (oral or written notification) assignment of ORD Staff members to the various career panel members is a good idea and recommend its adoption. I suggest that the legality of such a move first be investigated.

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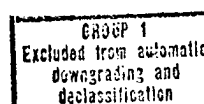


C/MBSD/ORD/DD/S&T

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26 August 1971

MEMORANDUM FOR: SA/D/ORD

SUBJECT : Proposal on Assignments for ORD/CSP  
Competitive Evaluation

1. A proposal made at the 12 July 1971 meeting of the ORD/CSP provided for assignments for review in the competitive evaluation of personnel be made a year in advance.

2. Although I do understand the rationale and the advantages of this proposed procedure my vote would be negative on the motion. My concern is primarily about the effect this procedure would have on the relation between a Division Chief and the individual in his division who is under review. The setting up of reviews for periods of a year or so will tend to encourage people to perform in effect for two bosses in the supervising structure. It would not be impossible for "father confessors" to evolve. The relation between a Division Chief and the person under him will tend to be weakened. If some individual does not like what a Division Chief is doing for him, he will tend to make an "end run" via his reviewer. I assume that it will be almost impossible to keep individuals from learning who their particular reviewer is.

3. If there were a mechanism for keeping the reviewer activity completely separated from the people being reviewed I would have less trouble with the proposal.

Chief, Analysis  
ORD/DD/S&T

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27 August 1971

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MEMORANDUM FOR:

[Redacted]

SUBJECT: Career Service Reviewer Time  
Period

I do not believe that the time period for the assignment for the competitive evaluation efforts for the reviewer should be changed to one year. I believe a period of one month is sufficient time to carry out this endeavor. The use of a one-year period could well have other undesirable side effects such as the interpretation by the employee that he has to satisfy in effect "two bosses."

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AC/AP/ORD/DD/S&T

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